



USC/GHS NETWORKING AGREEMENT

Executive Summary

Purpose:

USC and GHS have each independently determined that fulfillment of its mission and vision can best be achieved through expanding their relationships and creation of innovative programs and services between the USC Health Sciences Division, which focuses primarily on health-related research and education initiatives, and GHS, which focuses on advancing patient care through innovations in clinical care, research and education.

Goal:

It is the goal of USC and GHS to develop interdependent programs and endeavors which will enable the institutions to evolve into a model academic health system able to meet the present and future challenges confronting health care delivery in the State and beyond.

Rationale:

USC and GHS believe that a properly structured and operated academic health system offers opportunities to better accomplish the mission and vision of each entity by offering opportunities to draw upon their strengths. USC and GHS believe that the promise offered by an academic health system is to find new and better ways to discover and share knowledge that will improve the quality of patient care; educate and train future health care professionals; bring new technologies and knowledge to the treatment of patients and improving the health status of our communities; and support the economic growth of their communities, through the seamless integration of academe's traditional concepts of research and education with the hospital's traditional responsibilities for clinical care.

USC and GHS have . . .

- a long history of collaboration, including the undergraduate education of physicians at GHS as a component unit of the USC School of Medicine, the education at GHS of USC students in pharmacy, nursing, social work, public health and other professional disciplines;
- joint research initiatives directly and through Health Sciences South Carolina;
- determined that by building on these relationships, a properly structured and operated academic health system can be established that will offer significant opportunities to improve the health status of people of South Carolina through advancements in education, research and clinical care;
- agreed that an academic health system will afford USC and GHS jointly the opportunity to participate with other universities and hospitals while maintaining sufficient freedom to work with others independently in support of their respective missions;
- agreed that opportunities will exist for numerous relationships, affiliations, contractual relationships and business ventures to be developed with entities involved in clinical care, research and education (collectively referred to as "Potential Partners"). Such relationships may be through grants and other funding of translational research, by bringing innovative research and protocols for the effective treatment and prevention of disease to the public, and in innovative approaches to medical education and research; and
- committed to providing the resources and time necessary to fully study and implement inter-institutional initiatives which integrate clinical care, research and education.

USC and GHS enter into this Agreement for the purpose of . . .

- memorializing their commitments to build upon their current, jointly operated education, research and clinical initiatives, with a view to becoming a leading **Academic Health System (“AHS”)** through quality and innovative education, research and clinical care initiatives;
- creating an organizational structure which will involve the leadership of the respective institutions at the appropriate levels to set the strategic direction for AHS, to establish priorities for AHS, to coordinate and establish accountability for various initiatives, and to coordinate and leverage relationships with Potential Partners in the creation of a leading academic health system;
- affirming the various institutional committees and development teams which have been formed to consider and make recommendations for AHS;
- establishing the **Institute for Advancement of Health Care (“IAHC”)** which will be the cornerstone for the USC/GHS relationship; and
- establishing a reporting and/or coordination structure for the various collaborate initiatives being or to be undertaken between GHS and USC (each, a “Specific Initiative”) with one such Specific Initiative being the IAHC.

The Academic Health System (AHS)

The AHS is the organizational structure which will integrate various elements of USC and GHS, to create the USC/GHS academic health system. It will develop and support initiatives to coordinate USC research and education programs with GHS clinical programs, support workforce development, leverage the resources of the respective parties, and enhance the reputations of the USC Health Sciences Division and GHS. **See Exhibit A - Framework for Expanding the USC/GHS Relationship.** Success of AHS will be measured by the value that is created, including the following:

- Advanced research and a learning environment promoting rapid turn-around of discoveries in the laboratory for use in patient care;
- Education of medical, nursing, pharmacy, social workers, and public health professionals by the finest minds in the world today;
- Creation of technological and care giving innovations by scientists and medical professionals working side by side, applying their best ideas to foster a healthy society;
- Commitment to care for the whole person, not just cure a disease; and
- Dedication to community outreach.

The following committees will develop and support the USC/GHS Academic Health System.

Oversight Committee - responsible for managing the AHS and holding accountable the AHS Executive Committee (as described below) for the development and implementation of the AHS. The Oversight Committee shall consist of the GHS Chief Executive Officer and President; the USC President; two (2) members of the governing boards of USC and GHS each as appointed by the respective institution; the GHS Vice President for Medical and Academic Services; the USC Executive Vice President for Academic Affairs and Provost. The USC Vice President for Medical Affairs and President of the Institute for Advancement of Health Care shall be non-voting members of the Oversight Committee.

Executive Committee - responsible for managing the AHS and coordinating the various initiatives and collaborations between USC and GHS. The Executive Committee will be responsible for developing and recommending to the Oversight Committee of AHS for its approval of the AHS strategic plan, establishing priorities for AHS, and reviewing and approving the annual budget. The Executive Committee shall consist of the Director of the IAHC; the GHS Vice President for Academic Development; the USC Vice Provost for Health Sciences; and the three 3) Leaders of the IAHC Offices of Education & Workforce Development, Research and Innovations, and Total Health.

SPECIFIC INITIATIVES

USC and GHS shall develop AHS by utilizing Specific Initiatives. Specific Initiatives shall include IAHC and shall be centered around the inter-disciplinary programs within USC and GHS where collaborative opportunities exist.

Specific Initiative Development Guidelines

The Executive Committee shall cause to be established Specific Initiative Development Teams which shall operate under the direction and guidance of the Executive Committee. A Team shall be responsible for, among other things:

- evaluating the feasibility of the Specific Initiative and its compatibility within the AHS;
- identifying Potential Partners who will bring value to Specific Initiatives;
- recommending appropriate organizational structures (including governmental, tax-exempt and taxable entities, partnerships, ventures, and affiliations); ownership and affiliation parameters; governance structures; and management structures and responsibilities;
- establishing defined goals, measurable outcomes, and accountability for the Specific Initiatives;
- identifying potential hurdles to implementation of the proposed Specific Initiative and developing recommendations to address such issues;
- developing a specific business plan and short and long term budgets which will, among other things, include timeframes and responsibilities;
- seeking input from potentially affected constituencies, including funding sources, affected professionals, and governmental bodies;
- developing communication plans to promote awareness of the status of the Specific Initiative;
- retaining and managing such consulting, legal and financial expertise as may be necessary or appropriate to perform its duties;
- designating an accountable leader(s) for the Specific Initiative; and
- such other duties as deemed appropriate in carrying out the foregoing responsibilities.

The Executive Committee will determine the most appropriate staffing of a Team. Such staff may include individuals employed by either USC or GHS specifically hired for the Specific Initiative, or outside consulting services. Once established, the Team, through its accountable leadership, will report to the Executive Committee.

Institute for Advancement of Health Care (IAHC)

The IAHC is an inter-institutional programmatic framework being formed to:

- Guide, coordinate, implement and support innovative initiatives designed to improve health and health care delivery;
- Foster innovation in education, research, and total health that will transform the way in which health care is taught, delivered and practiced;
- Support initiatives designed to improve the health and well-being of the population;
- Identify and secure potential sources of funding for AHS, IAHC and Specific Initiatives; and
- Be the cornerstone of AHS and a resource for the identification, development and implementation of Specific Initiatives.

The IAHC will report to the Executive Committee, which shall be responsible for all appointments of employees of, and advisory boards to, IAHC. The Executive Committee will review and approve the priorities of IAHC as recommended by its leadership, and approve the goals and outcomes to be measured related to the activities of IAHC.